

**INTERNATIONAL FOUNDATION FOR EDUCATION AND  
SELF-HELP**

**FINAL PERFORMANCE REPORT**

**AUGUST 13, 1998 THROUGH FEBRUARY 29, 2004**

**UNDER  
USAID COOPERATIVE AGREEMENT  
NO. 669-CA-00-98-00227  
(FORMERLY NO. 669-G-00-98-00227)**

**LIBERIA INTEGRATED CIVIL SOCIETY DEVELOPMENT INITIATIVE  
PROJECT**

**Submitted to**

**USAID/Liberia  
C/O American Embassy  
Mamba Point  
Monrovia, Liberia**

**Submitted June 20, 2004**

**by**

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# **INTERNATIONAL FOUNDATION FOR EDUCATION AND SELF-HELP**

## **LIBERIA INTEGRATED CIVIL SOCIETY DEVELOPMENT INITIATIVE FINAL PERFORMANCE REPORT AUGUST 13, 1998 THROUGH FEBRUARY 29, 2004**

### **1. Introduction**

This final performance report is being submitted to the United States Agency for International Development (USAID) by the International Foundation for Education and Self-Help (IFESH) in accordance with USAID requirements under the Cooperative Agreement No. 669-CA-00-98-00227 dated 09/13/2002 (formerly No. 669-G-00-98-00227 dated August 13, 1998).

The original 2-year grant award by USAID/Liberia funded a \$2.0 million program described in the program description entitled "Liberia Schools for Africa Project." On June 8, 2000, the grant was amended to extend the completion date to September 30, 2001. On September 28, 2001, the grant was further amended to (1) add \$1.0 million to the agreement total funding (although only \$500,000 was added by the amendment); (2) amend the Program Description to delete the schools rehabilitation component and add literacy and capacity building components; and (3) extend the grant period to December 31, 2002. On September 13, 2002, the grant was amended to (1) change the agreement to a cooperative agreement, (2) incorporate a new program description entitled "Liberia Integrated Civil Society Development Initiative," and (3) extend the agreement period to December 31, 2004. This focused IFESH interventions on Nimba and Gedeh Counties only. On September 1, 2003, the agreement was further modified to incorporate a revised program description entitled "Liberia Integrated Civil Society Development Initiative - Component under Liberia for Africa Project" which revised the area of activity to Monrovia and Montserrado County because of continued security problems in Nimba and Gedeh. On December 8, 2003, IFESH was notified that USAID/Liberia would no longer be in a position to continue support of the grant and the agreement was subsequently modified to adjust the agreement period to end on February 29, 2004.

This report covers the entire period of the agreement, as amended, and summarizes the activities, accomplishments, and problems encountered for each program description during implementation of the agreement. Other reports have been submitted during implementation as required.

### **2. Goals, Objectives and Expected Results of the Program**

#### **a. Liberia Schools for Africa Project**

The goal of this program was to improve the lives of war-affected Liberians through the provision of basic education opportunities in rural war-affected communities.

Expected results of the program were:

- One hundred (100) primary schools rehabilitated or constructed in rural Liberian communities (later reduced to sixty-five (65) schools).
- Twenty thousand (20,000) pupils attending primary schools (reduced to thirteen (13) thousand).
- One thousand (1,000) women trained in functional literacy skills tied to health care.
- Planning and empowerment training provided to one hundred (100) communities.
- One thousand (1,000) committee members trained to oversee maintenance and repairs.
- Eighty (80) emerging contractors assisted through business skills training, capacity upgrading, and small contracts associated with school construction.
- Schools equipped with basic furnishings
- Capacity developed within IFESH National Office to implement and manage broad-based rehabilitation and capacity building programs.
- Management information systems set up and made operational to provide appropriate monitoring and reports to donors and local partners.

**b. Local Capacity Building and Literacy Initiative**

The goal of this initiative was to assist Liberians to improve their lives through improved social services, full reconciliation, and participation in the advancement of Liberian society.

The initiative's specific objectives were:

- To increase access to improved organizational development and managerial capacity-building training for local community-based organizations (CBOs) and NGOs to provide improved and efficient social services to local communities.
- To improve the organizational capacity of civil society organizations to facilitate increased access to and awareness of civic education, human rights and literacy that will assist local communities in making informed choices/decisions about community development issues.

Expected results for a three-year period were:

- Fifteen (15) civil society organizations' capacities organized and operating according to democratic principles.
- Five thousand (5,000) community leaders, especially women and youth, provided increased access to practical, functional literacy services, civic education, and human rights that will facilitate their abilities to make informed choices about their welfare. Conscientious steps will be included in the beneficiaries selection criteria to ensure that a minimum of fifty percent will be women and youth. From the direct beneficiaries, a total of 25,000 indirect beneficiaries will be positively impacted.
- Sixty (60) local NGOs and CBOs providing civic education, human rights and literacy training services and social services in primary healthcare and agriculture training provided capacity building training in organizational development and project

development and management. This will lead to the creation of new local NGOs and CBOs in new communities as the awareness spreads.

#### **c. Liberia Integrated Civil Society Development Initiative**

The goal of this program was to contribute to Liberian civil society's increased involvement in the country's transition from a state of conflict to one of rehabilitation and development by helping local communities become more actively engaged in the country's social, economic, and political development.

The objectives were to:

- strengthen the organizational and technical capacities of local communities and community-based groups to facilitate their active engagement in productive socioeconomic activities.
- increase the knowledge and skills in peace building, reconciliation and civics required to promote effective democratic governance and conflict resolution practices at the local community level.
- mobilize and increase the resources available for local community civil society development initiatives.

Expected results were:

- Fifty (50) communities, one thousand seven hundred (1,700) individuals, twenty (20) community-based groups, and five (5) civil society organizations will have benefited from IFESH's interventions concentrating on capacity building, peace building, literacy, civic education, and human rights awareness.

#### **d. Liberia Integrated Civil Society Development Initiative - Component under Liberia for Africa Project**

The program goal and objectives remained unchanged. The expected result, however, was that only seventeen (17) local communities in Monrovia and Montserrado County would benefit from the IFESH interventions.

### **3. Achievements and Accomplishments**

#### **a. Liberia for Schools Africa Project**

At the time the grant was amended in September 2001, physical rehabilitation/reconstruction work was conducted at 57 schools – 53 were 100% complete; 4 between 85 and 90% complete; and four on-going expected to be complete by November 2001. In March 2002, IFESH reported to USAID that all 57 schools were completed. The schools provided access to improved educational facilities to 15,752 primary school students. Management committees were formed and capacity-building training was conducted for 724 individuals from the 57 communities. There were 57 construction teams were formed and trained to maintain the schools.

#### **b. Local Capacity Building and Literacy Initiative**

By September 30, 2002, twenty (20) civil society organizations had been organized and were operating according to democratic principles, 2,100 individuals had been trained, and capacity building training had been provided to twenty (20) local NGOs/CBOs.

#### **c. Liberia Integrated Civil Society Development Initiative**

Despite a dramatically shortened performance period, IFESH was able to work with twenty (20) community-based organizations, train over one thousand (1,000) people, and provide capacity-building training to five (5) civil society organizations. Extreme fighting and civil unrest in the two provinces severely curtailed IFESH operations

#### **d. Liberia Integrated Civil Society Development Initiative - Component under Liberia for Africa Project**

IFESH was able to conduct activities in the 12 communities selected under the revised program description. In addition, approximately 400 people were trained, and IFESH provided capacity-building training to twelve (12) community-based groups and twelve (12) civil society organizations.

### **3. Problems**

#### **a. Liberia for Schools Project**

One of the key obstacles inhibiting IFESH work was the inaccessibility of the areas of project operation due to deteriorating road conditions and damaged bridges/culverts. Consequently, the distribution of construction materials, tools, supplies, and equipment proved to be a cumbersome task. Another principal obstacle was security concerns. Beginning October 1999, IFESH's work was affected by three serious security incidents: September 1999 in Monrovia, April 1999 in Voinjama, and August 1999 in Kolahun and Voinjama. As a result, three (3) months of operation time was lost while all international NGOs reduced their level of operations and increased their attention to security policy, procedures, and preparedness. The continuous uncertainty with respect to security in general and the precarious situation in the regions neighboring Sierra Leone made field operations difficult and, for a time, halted operation in our target areas in Liberia.

#### **b. Local Capacity Building and Literacy Initiative**

During this period of the grant, IFESH experienced no major problems that affected project implementation.

#### **c. Liberia Integrated Civil Society Development Initiative**

Major civil unrest and fighting caused a serious disruption of project implementation. Deteriorating conditions in Liberia, due to civil unrest, forced IFESH to (1) move operations from the rural areas to Monrovia in February 2003, (2) evacuate the country director in June 2003, and

suspend development activities from June through mid-September 2003 (during which time the country director was evacuated).

**d. Liberia Integrated Civil Society Development Initiative - Component under Liberia Schools for Africa Project**

Civil unrest continued to plague the country and restrict operations. In December 2003, USAID/Liberia authorized funding was changed from development funds to emergency funds. In December 2003, IFESH was notified that its activities would no longer be funded and, in January 2004, the agreement was modified to revise the completion date to February 2004.

**4. Financial report**

See Appendix A attachments.

**5. Summary**

During the first grant year, IFESH was able to build/refurbish a considerable number of schools and exceed the targets for numbers of people trained. This was accomplished in spite of the violence of the September 18<sup>th</sup> and 19<sup>th</sup>, 1999 security incident in Monrovia, the subsequent fallout between the U.S. and Liberia, and the periodic disruption of project activities due to security issues.

IFESH did experience a brief period (9/01 through 9/02) where activities were successfully conducted and results achieved. This demonstrated that the intervention was appropriate but, as is well known, for the process of development to be successful and sustainable, a reasonably stable environment (stable government and civil cooperation) must exist. IFESH, working in Liberia, experienced just the opposite. The extent of the unrest was exemplified by IFESH having to evacuate key personnel for over three months in 2003.

IFESH is proud of what it accomplished during the time it was able to operate. We recognize that building schools alone will not guarantee an education to children in the rural communities. Without the community capacity building efforts that were a key component of the IFESH program, the education of children will not be sustainable.

## APPENDIX A

### FINANCIAL DOCUMENTS



# FINANCIAL STATUS REPORT

(Long Form)

(Follow instructions on the back)

1. Federal Agency and Organizational Element to Which Report is Submitted USAID/Washington		2. Federal Grant or Other Identifying Number Assigned By Federal Agency 669-CA-00-98-00227		OMB Approval No. 0348-0039	Page of 1   1 pages
3. Recipient Organization (Name and complete address, including ZIP code) International Foundation for Education and Self-Help (IFESH) 5040 E. Shea Blvd., Suite 260, Scottsdale, AZ 85254-4687					
4. Employer Identification Number 52-1265061		5. Recipient Account Number or Identifying Number		6. Final Report <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
7. Basis <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual					
8. Funding/Grant Period (See instructions) From: (Month, Day, Year) 8/13/1998		To: (Month, Day, Year) 2/29/2004		9. Period Covered by this Report From: (Month, Day, Year) 1/1/2004 To: (Month, Day, Year) 3/31/2004	
10. Transactions:		I Previously Reported		II This Period	
				III Cumulative	
a. Total outlays		4,235,002.00		7,227.95	
b. Refunds, rebates, etc.				0.00	
c. Program income used in accordance with the deduction alternative				6,825.00	
d. Net outlays (Line a, less the sum of lines b and c)		4,235,002.00		402.95	
				4,235,404.95	
Recipient's share of net outlays, consisting of:		1,207,242.00		1,207,242.00	
e. Third party (in-kind) contributions				0.00	
f. Other Federal awards authorized to be used to match this award				0.00	
g. Program income used in accordance with the matching or cost sharing alternative				0.00	
h. All other recipient outlays not shown on lines e, f or g				0.00	
i. Total recipient share of net outlays (Sum of lines e, f, g and h)		1,207,242.00		0.00	
				1,207,242.00	
j. Federal share of net outlays (line d less line i)		3,027,760.00		402.95	
				3,028,162.95	
k. Total unliquidated obligations				0.00	
l. Recipient's share of unliquidated obligations				0.00	
m. Federal share of unliquidated obligations				0.00	
n. Total Federal share (sum of lines j and m)				3,028,162.95	
o. Total Federal funds authorized for this funding period				3,053,675.00	
p. Unobligated balance of Federal funds (Line o minus line n)				25,512.05	
Program income, consisting of:				6,825.00	
q. Disbursed program income shown on lines c and/or g above					
r. Disbursed program income using the addition alternative					
s. Undisbursed program income					
t. Total program income realized (Sum of lines q, r and s)				6,825.00	
11. Indirect Expenses		a. Type of Rate (Place "X" in appropriate box) <input checked="" type="checkbox"/> Provisional <input type="checkbox"/> Predetermined <input type="checkbox"/> Final <input type="checkbox"/> Fixed			
		b. Rate 15%	c. Base \$182,414.99	d. Total Amount 27,362.25	e. Federal Share 27,362.25
12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.					
13. Certification: I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.					
Typed or Printed Name and Title Carol Davis				Telephone (Area code, number and extension) (480) 443-1800	
Signature of Authorized Certifying Official 				Date Report Submitted June 14, 2004	

**INTERNATIONAL FOUNDATION FOR EDUCATION AND SELF-HELP  
COOPERATIVE AGREEMENT 669-G-00-98-00227-00: ALL PROJECTS  
AS OF MAY 31, 2004  
COMBINED ALL PROGRAMS**

BUDGET LINE ITEM	CURRENT BUDGET	ACTUAL EXPENSES FYE 9/30/98	ACTUAL EXPENSES FYE 9/30/99	ACTUAL EXPENSES FYE 9/30/00	ACTUAL EXPENSES FYE 9/30/01	ACTUAL EXPENSES FYE 9/30/02	ACTUAL EXPENSES FYE 9/30/03	ACTUAL EXPENSES 10/1/03-6/31/04	ACTUAL COSTS THRU 6/31/04	VARIANCE FROM BUDGET
PERSONNEL	708,261	71,971	103,776	139,989	119,981	163,869	177,847	83,446	860,879	(152,618)
FRINGE BENEFITS	81,138	1,128	10,118	14,575	69,737	25,805	16,955	32,830	170,149	(89,011)
TRAVEL	212,091	16,373	37,458	77,483	102,876	65,291	73,131	7,976	380,585	(168,494)
EQUIPMENT	105,382	0	8,158	27,966	22,047	0	0	0	56,168	49,214
SUPPLIES	7,500	3,663	8,915	8,284	4,690	2,355	4,699	2,082	32,458	(24,958)
CONTRACTUAL	75,010	0	2,700	4,646	17,638	39,449	25,470	8,473	98,375	(23,365)
CONSTRUCTION	1,050,000	150	115,725	213,178	287,893	47,149	0	0	664,095	385,905
OTHER	393,548	21,055	71,007	50,931	58,138	144,945	66,659	47,609	480,343	(66,795)
INDIRECT COSTS	420,745	13,748	35,367	51,750	73,520	54,860	55,328	27,362	311,935	108,810
<b>TOTAL</b>	<b>3,053,675</b>	<b>127,977</b>	<b>389,223</b>	<b>588,780</b>	<b>756,419</b>	<b>543,723</b>	<b>419,089</b>	<b>209,777</b>	<b>3,034,987.95</b>	<b>18,687.05</b>

5/24/04

Note that this spreadsheet does not reflect program income of \$6,825. Reducing total costs of \$3,034,987.95 by \$6,825 program income results in net costs of \$3,028,162.95.

**INTERNATIONAL FOUNDATION FOR EDUCATION AND SELF-HELP  
COOPERATIVE AGREEMENT 669-G-00-98-00227-00: CIVIL SOCIETY DEVELOPMENT  
AS OF MAY 31, 2004**

<b>BUDGET LINE ITEM</b>	<b>OBLIGATED BY USAID</b>	<b>ACTUAL 1/1/03-9/30/03</b>	<b>ACTUAL 10/1/03-5/31/04</b>	<b>ACTUAL EXPENSES 1/1/03-5/31/04</b>	<b>VARIANCE FROM BUDGET</b>
PERSONNEL	215,495	143,512	83,446	226,958	(11,463)
FRINGE BENEFITS	39,333	7,757	32,830	40,587	(1,254)
TRAVEL	41,667	61,752	7,976	69,727	(28,060)
EQUIPMENT				0	0
SUPPLIES	3,200	4,501	2,082	6,583	(3,383)
CONTRACTUAL	33,110	16,810	8,473	25,283	7,827
CONSTRUCTION				0	0
OTHER	152,719	51,674	47,609	99,283	53,436
INDIRECT COSTS	68,151	43,501	27,362	70,864	(2,713)
<b>TOTAL</b>	<b>553,675</b>	<b>329,507</b>	<b>209,777</b>	<b>539,285</b>	<b>14,390</b>

5/24/04

**INTERNATIONAL FOUNDATION FOR EDUCATION AND SELF-HELP  
COOPERATIVE AGREEMENT 669-G-00-98-00227-00: LITERACY AND CAPACITY BUILDIN  
AS OF MAY 31, 2004**

<b>BUDGET LINE ITEM</b>	<b>OBLIGATED BY USAID</b>	<b>ACTUAL EXPENSES FYE 9/30/02</b>	<b>ACTUAL EXPENSES 3 MOS ENDED 12/31/2002</b>	<b>ACTUAL EXPENSES THROUGH 12/31/02</b>
PERSONNEL	156,689	130,150	34,335	164,485
FRINGE BENEFITS	30,530	19,712	8,198	27,910
TRAVEL	76,800	46,846	11,379	58,225
EQUIPMENT	6,500			0
SUPPLIES	4,300	2,164	198	2,362
CONTRACTUAL	34,900	31,000	8,660	39,660
CONSTRUCTION				0
OTHER	133,819	137,400	14,985	152,385
INDIRECT COSTS	56,462	41,215	11,827	53,042
<b>TOTAL</b>	<b>500,000</b>	<b>408,486</b>	<b>89,581.54</b>	<b>498,067.35</b>

5/24/04

**INTERNATIONAL FOUNDATION FOR EDUCATION AND SELF-HELP  
COOPERATIVE AGREEMENT 669-G-00-98-00227-00: SCHOOLS FOR AFRICA PROJECT  
AS OF MAY 31, 2004**

<b>BUDGET LINE ITEM</b>	<b>OBLIGATED BY USAID</b>	<b>ACTUAL EXPENSES FYE 9/30/98</b>	<b>ACTUAL EXPENSES FYE 9/30/99</b>	<b>ACTUAL EXPENSES FYE 9/30/00</b>	<b>ACTUAL EXPENSES FYE 9/30/01</b>	<b>ACTUAL EXPENSES FYE 9/30/02</b>	<b>ACTUAL EXPENSES TO DATE</b>
PERSONNEL	336,077	71,971	103,778	139,989	119,981	33,719	469,437
FRINGE BENEFITS	11,275	1,128	10,118	14,575	69,737	6,093	101,652
TRAVEL	93,624	16,373	37,458	77,483	102,875	18,445	252,633
EQUIPMENT	98,882		6,156	27,966	22,047		56,168
SUPPLIES		3,553	6,915	8,264	4,590	191	23,513
CONTRACTUAL	7,000		2,700	4,646	17,638	8,449	33,432
CONSTRUCTION	1,050,000	150	115,725	213,178	287,893	47,149	664,095
OTHER	107,010	21,055	71,007	50,931	58,138	7,545	208,675
INDIRECT COSTS	298,132	13,748	35,367	51,750	73,520	13,645	188,030
<b>TOTAL</b>	<b>2,000,000</b>	<b>127,977</b>	<b>389,223</b>	<b>588,780</b>	<b>756,419</b>	<b>135,237</b>	<b>1,997,636.07</b>

5/24/04